

USAREUR Regulation 690-6

Civilian Personnel

Civilian Mobilization and Contingency Operations Planning and Execution

25 August 1995

For the Commander in Chief:

DAVID L. BENTON, III
Major General, GS
Chief of Staff

Official:



DALE E. PEYTON
Colonel, GS
Deputy Chief of Staff,
Information Management

Summary. This regulation establishes policy and procedures for emergency planning, and for use and administration of civilian personnel in USAREUR during mobilization or contingency operations.

Applicability. This regulation applies to—

- a. Commanders and heads of organizations in USAREUR that employ appropriated fund DA civilian employees.
- b. U.S. citizen employees paid from other than nonappropriated funds (para 1d).

Supplementation. Commanders who supplement this regulation (para 10a) will send 1 copy of their supplements to the Commander in Chief, USAREUR, ATTN: AEAGA-CM, Unit 29351, APO AE 09014.

Interim Changes. Interim changes to this regulation are not official unless authenticated by the Deputy Chief of Staff, Information Management, USAREUR. Interim changes will be destroyed on their expiration dates unless sooner superseded or rescinded.

Suggested Improvements. The proponent of this regulation is the Office of the Deputy Chief of Staff, Personnel, HQ USAREUR/7A (AEAGA-CM, 370-8088/8436). Users may send suggestions to improve this regulation on DA Form 2028 (Recommended Changes to Publications and Blank Forms) to the Commander in Chief, USAREUR, ATTN: AEAGA-CM, Unit 29351, APO AE 09014.

Distribution. Distribute according to DA Form 12-88-E, block 0654, command level C.

CONTENTS

1. Purpose and Applicability
2. References
3. Abbreviations and Terms
4. Policy
5. Responsibilities
6. Procedures
7. Identifying Civilian Positions on Basic Manpower Documents
8. Evacuating Non-EEC Personnel
9. Reassigning and Reemploying DA Civilians Evacuated Under NEO
10. Supplemental Instructions
11. Postmobilization Forms, Records, and Reports
12. Civilian Personnel Demobilization Planning

Appendixes

- A. References
- B. Civilian Personnel Utilization
- C. Emergency-Essential Civilian Training
- D. Civilian Personnel Mobilization Plans

Glossary

1. PURPOSE AND APPLICABILITY

This regulation—

- a. Establishes responsibilities for emergency planning in USAREUR.
- b. Prescribes policy and procedures on use of U.S. civilian personnel during mobilization or contingency operations.
- c. Applies to commanders and heads of organizations in USAREUR that employ DA civilian employees who are U.S. citizens paid from appropriated funds (APF).
- d. Has limited applicability to nonappropriated fund (NAF) employees who are U.S. citizens paid from other than APF (for example, military clubs; European Stars and Stripes; American Forces Network, Europe; American Red Cross; Army and Air Force Exchange Service). Commanders of these types of personnel may use this regulation as a guide when appropriate to maintain NAF support.
- e. Does not apply to—
 - (1) Third-country citizen (TCC) employees (glossary).
 - (2) Third-country national (TCN) employees (glossary).
 - (3) Non-U.S. citizen employees paid from other than APF.
 - (4) Local national (LN) employees. This includes non-U.S. citizen civilians regardless of citizenship (incl Civilian Support personnel and TCNs) employed with the U.S. Forces and covered by the Collective Tariff Agreement II (CTA II) or Berlin Tariff Agreement (BTA). LN employees of the U.S. Forces will not be deployed outside the country in which they are employed if there is a potential for hostilities. This prohibition does not apply to humanitarian relief operations. LN employees of the U.S. Forces may be deployed only according to the governing directives of their country of citizenship. Exceptions to this policy may be authorized only by the Commander in Chief, USAREUR, ATTN: AEAGA-CM, Unit 29351, APO AE 09014.

2. REFERENCES

Appendix A lists publications and forms referenced in this regulation.

3. ABBREVIATIONS AND TERMS

The glossary explains abbreviations and terms used in this regulation.

4. POLICY

a. Commanders will identify positions that are essential to the support of combat units. These positions will be designated emergency-essential positions (EEPs). Commanders will inform the Civilian Personnel Operations Center (CPOC) when a position is determined to be emergency-essential by annotating the requirement in part D of SF 52-B (Request for Personnel Action) and take appropriate action to update appropriate peacetime and mobilization manpower documents.

(1) U.S. civilian positions will be documented on the unit's mobilization tables of distribution and allowances (MOBTDA), tables of distribution and allowances (TDA), or other mobilization manpower documents for determining mobilization manpower requirements.

(2) HQ USAREUR/7A recognizes two categories of EEPs. Both categories of U.S. EEPs are subject to the same obligators and benefits. Recognized positions of EEPs are—

(a) Those required up to mobilization plus 60 days (M+60). These positions will not be documented on the MOBTDA, but the peacetime position will be coded with the nonstandard remarks code "ZL."

(b) Those required for an indefinite period beyond mobilization, probably exceeding 60 days (M+60+). These positions will be documented on the appropriate manpower document with positions on the peacetime TDA coded with nonstandard remarks coded "ZJ, Department of the Army U.S. civilian."

b. U.S. civilian employees will be assigned as much as possible to USAREUR-supporting-forces positions that do not require military skills, training, discipline, or security clearances.

c. U.S. civilian employees assigned to nondeployable units normally will not be designated emergency-essential. Exceptions to this policy may include positions such as—

(1) Recreation specialists assigned to deploy with designated deployable units.

(2) Civilian personnel specialists, who may be required to deploy to support civilians in a contingency operation.

(3) Equipment specialists assigned from one organization to another to support a specific type of equipment.

(4) Deployment and logistics support planners.

(5) Public affairs specialists for news media escort and operations liaison, especially as part of joint and allied news media operations centers supporting task force operations.

d. Unforeseen circumstances or situations resulting from particular military operations, may make it necessary to identify positions as EEPs that have not been identified as EEPs before. Employees in positions identified as EEP after the outbreak of a military crisis will be asked to sign an emergency-essential agreement.

(1) If the employee refuses to sign an agreement, the employing activity will seek another qualified employee to volunteer to fill the position.

(2) If no volunteering employee is available or if the employee refusing to sign the agreement possesses special skills and expertise that, in management's view, makes it necessary to send that employee on the assignment without signing the agreement, the employee may be directed on an involuntary temporary duty (TDY) or reassignment to the location where that employee's skills are required.

(3) The employee will be entitled to the benefits and protections of an emergency-essential civilian (EEC) but will be moved to another position as soon as reasonably possible, depending on the military situation.

e. Every EEC will be issued DD Form 489 (Geneva Conventions Identify Card for Persons Who Accompany the Armed Forces).

f. U.S. EEPs will be identified by including the following statement in job descriptions and vacancy announcements for these positions:

This position is emergency-essential. In the event of a contingency operation or war, the incumbent must continue to perform assigned duties, to include deploying under field conditions, to support mission requirements until relieved by proper authority. The incumbent is required to take part in readiness exercises. This position is a key position that requires screening the incumbent from a military recall status.

g. EECs must be given a clear understanding of the conditions for which they will be expected to remain or deploy, based on the mobilization mission, and that the probability of harm or hostile action will be reduced to the lowest extent possible.

(1) A civilian employee of the Army can be directed to perform duties essential to the military mission in a potential or actual hostile environment.

(2) A civilian employee assigned to a potential or actual hostile area when or if hostilities break out can be directed to remain at that location. The commander of the employee's parent organization may take action (incl possible removal from Federal service) against an employee who—

(a) Refuses to deploy.

(b) Refuses to perform properly ordered work in theater.

(c) Departs the theater without proper authorization.

h. EEP candidates who are Ready Reservists (glossary) (unit and non-unit members) cannot be selected for EEPs unless they elect discharge from the Ready Reserve or transfer to the Standby Reserve.

(1) Ready Reservists who are DOD civilian employees may not hold mobilization assignments to the same positions they fill as civilian employees. The exception to this policy is Reserve unit civilian technicians who are also unit members. AR 135-133 has guidance for screening Ready Reservists.

(2) Ready Reservists occupying EEPs will be transferred to the Standby Reserve or the Retired Reserve or discharged (whichever is appropriate) under section 271(B), title 10, United States Code (10 USC 271(B)). Figure 1 is a format for requesting removal from the Ready Reserve. Table 1 lists addresses for Ready Reserve removal requests.

(3) Reserve officers with a remaining military service obligation at the time of their removal from the Ready Reserve may be transferred only to the Standby Reserve, Active Status.

i. Contractors deploying in theater in support of an Army unit should be self-supporting. Contractual commitments for Government-furnished services or equipment should be coordinated to assure that the contractor can be supported. Exceptions for unique requirements (such as chemical defense equipment (CDE)) should be coordinated before being established as Government-furnished equipment.

5. RESPONSIBILITIES

a. The Deputy Chief of Staff, Personnel, USAREUR, will—

(1) Supervise the planning of the mobilization program for civilian employees.

(2) Formulate policy for civilian personnel in support of mobilization. Appendix B has information on hiring, retention, and extension benefits for civilian employees.

(3) Provide guidance and assistance to commanders and other officials on applying emergency directives and analyzing local civilian personnel mobilization plans for pre-emergency actions.

b. The Deputy Chief of Staff, Operations, USAREUR, will—

(1) Provide commanders mobilization or contingency operation mission assignments, coordinations, and determinations.

(2) Direct and coordinate the planning and implementation of noncombatant evacuation operation (NEO) activities.

(3) Direct the development of MOBTDA, TDAs, and other basic mobilization manpower documents.

(4) Receive, validate, coordinate and approve MOBTDA, TDAs, and other basic mobilization manpower documents.

c. The Deputy Chief of Staff, Information Management, USAREUR, will provide automation equipment (glossary) support for mobilization manpower documentation processing and storage.

d. The Deputy Chief of Staff, Host Nation Activities, USAREUR, will provide assistance, coordination, and support to commanders and HQ USAREUR/7A staff officers on negotiations related to LN civilian personnel mobilization planning.

e. The Chief Surgeon, USAREUR, will establish policy and procedures to assure readiness and deployability of civilians subject to mobilization and deployment. The civilian fitness standards for mobilization and deployment to a contingency operation will be the same as military standards (AR 40-501).

f. Commanders of USAREUR units with civilian personnel to whom this regulation applies will (with their human resource officer (HRO))—

(1) Ensure the policy and procedures in this regulation are applied consistently.

(2) Prepare estimates of continuing and temporary civilian personnel requirements to perform the command or unit mission during mobilization or contingency operations.

(3) Develop and maintain mobilization or contingency operations mission and function statements that apply to their jurisdiction. This includes preparing, submitting, and periodically updating basic mobilization manpower documentation.

(4) Plan and develop a mobilization job structure based on availability of space, facilities, and equipment for mobilization use and the projected availability of personnel and specific skill requirements.

(5) Keep servicing civilian personnel service center (CPSC) personnel informed of changing missions and personnel support requirements.

(6) Procure, distribute, and account for necessary clothing and equipment for EECs and provide training in the use of the equipment.

(7) Provide training to ensure EECs can survive and be able to successfully carry out the duties of their jobs. Appendix C lists mandatory and optional EEC training.

(8) Ensure U.S. EECs who are required to complete a Family Care Plan (FCP) per AR 600-20 and USAREUR Supplement 1 do so. The requirement to complete the FCP is the same for an EEC as it is for a military member.

g. The Director, USAREUR Civilian Human Resource Management Agency (UCHRMA), will—

(1) Develop and maintain civilian personnel mobilization and contingency operations plans according to appendix D.

(2) Provide guidance and technical assistance to managers on civilian personnel mobilization employment matters.

(3) Participate in development of mobilization manpower documentation for skills and grade structures.

(letterhead)	
(office symbol) (140-145a)	(date)
MEMORANDUM FOR (appropriate address from table 1)	
SUBJECT: Request for Employee To Be Removed From the Ready Reserve	
<p>1. This is to certify that the employee identified below is vital to the Nation's defense efforts in his (her) civilian job and cannot be subjected to active duty tours or mobilization with the Armed Forces in an emergency: (name and social security number of Reservist).</p> <p>2. Request that he/she be removed from the Ready Reserve and that you advise the undersigned accordingly when this action has been completed.</p>	
<p>CF:</p> <p>ODASD (Reserve Affairs) Room 3C960, Pentagon WASH, DC 20310</p> <p>HQDA (DAPE-CPR) WASH, DC 20310</p> <p>Commander (RC unit of the soldier) or (ARPERCEN address (if civilian employee is IRR, IMA, or retiree))</p>	<p>(signature) (title of agency official)</p>

Figure 1. Format for Request To Be Removed From Ready Reserve

Table 1		
Reserve Status Request Addressees		
U.S. Army		Commander U.S. Army Reserve Personnel Center ATTN: ARPC-ZA 9700 Page Boulevard St. Louis, MO 63132-5200
U.S. Navy	Officers	Chief of Naval Personnel (Attn: Pers R-32) Navy Department Washington, D.C. 20370
	Enlisted	Commander Naval Reserve Manpower Center Bainbridge, MD 21905
U.S. Marine Corps		Officer in Charge Marine Corps Reserve Forces Administrative Activity 1500 East Bannister Road Kansas City, MO 64131
U.S. Air Forces		Commander Air Reserve Personnel Center 3800 York Street Denver, CO 80205
U.S. Coast Guard		Commandant, (GRA/82) United States Coast Guard 4007th Street, SW Washington, D.C. 20590

6. PROCEDURES

In the event of mobilization or when so directed by the Commander in Chief, USAREUR—

a. HQ USAREUR/7A (Forward) will—

(1) Establish and maintain a civilian personnel division in the Office of the Deputy Chief of Staff, Personnel (Rear), to implement general personnel administration policy.

(2) Continue to operate a formal civilian personnel program and provide technical guidance to the CPOC, CPSCs, and HROs as the situation permits.

(3) Develop programs for the effective use of civilian labor during mobilization.

(4) Develop plans for obtaining personnel to perform the types of labor needed.

b. The Commanders, V Corps, 21st Theater Army Area Command, and United States Southern European Task Force, will continue to provide civilian personnel support and program management to designated U.S. Forces activities in areas of assigned responsibility as the situation permits.

7. IDENTIFYING CIVILIAN POSITIONS ON BASIC MANPOWER DOCUMENTS

a. AR 310-49 requires commanders to continually review and analyze the duties and responsibilities of mobilization positions to verify that—

(1) Only positions requiring military skills, training, security, or discipline have a military incumbent per AR 570-4.

(2) Positions that do not meet the criteria in (1) above, but which are essential to the mobilization mission, will be designated for civilian incumbency.

(3) Only positions designated as EEPs for U.S. citizen civilian incumbency will be those for which the absence of an experienced U.S. citizen incumbent would seriously affect the mobilization mission.

b. Management officials developing basic manpower documents will ask HROs and CPSCs to help them. The projected availability of qualified personnel will be considered in determining personnel requirements. Requirements must be based on minimum staffing and accurately identify civilian skills essential to effective operations.

8. EVACUATING NON-EEC PERSONNEL

a. Commanders will ensure their servicing HRO and CPSC are included in the planning, development, and implementation phases of NEO as they relate to serviced civilian employees.

b. In coordination with CPOC and the CPSC, commanders will establish a standby plan that includes alternate methods for notifying civilian employees of their possible use both before and when NEO begins. Procedures will be established to solicit for volunteers to fill vacant EEPs before NEO begins (fig 2). The standby plan should include not only initial notification, but also procedures for a continuing communication process for keeping employees informed of the status of actions. This is particularly important for an orderly evacuation.

9. REASSIGNING AND REEMPLOYING DA CIVILIANS EVACUATED UNDER NEO

a. UCHRMA will establish procedures to provide continental United States (CONUS) or overseas placement assistance for DA civilians evacuated under NEO, as time and resources permit.

b. Registration forms associated with the placement programs in a above will be completed by the employees and kept in the civilian personnel mobilization library to be immediately available for mobilization.

10. SUPPLEMENTAL INSTRUCTIONS

a. Commanders and heads of organizations in paragraph 1c, who are responsible for civilian personnel administration after mobilization, will develop and publish procedural guidance on implementing this regulation, adapted to individual activity requirements.

b. Each CPSC will comply with instructions published by the headquarters to which they will report during mobilization. This compliance is restricted to mobilization contingency planning and directly related preparations.

(letterhead)

(office symbol) (690-6)

(date)

MEMORANDUM THRU (commander of organization to which the employee is assigned)
FOR (name, position, title, series, grade, and address of employee)

SUBJECT: Availability of Volunteer Personnel for Mobilization Vacancies

1. Applicable regulations and guidance on planning for emergencies require the identification of potential candidates for filling civilian emergency-essential positions (EEPs) as those civilian positions that will be urgently needed.
2. Civilian incumbents will be needed for these positions even after U.S. citizens are evacuated. The assistance civilian employees can provide as noncombatants under emergency conditions before war and during war itself may influence the success of our forces.
3. Although your position has not been designated as EEP, request you answer the questions in the endorsement and return it to this office as soon as possible. This information is needed to identify and designate employees who will hold EEPs that will be vacant or that do not exist except during mobilization. A reply to the questions about your status as a member of the Ready Reserve of the Armed Forces is required, because Ready Reservists who have been selected as civilian mobilization designees must be reported to their respective Reserve Component headquarters.
4. If you consent to be considered for selection as a civilian mobilization designee, and if you are in fact selected, you will be provided details about your mobilization assignment. You will not be scheduled for evacuation in conjunction with noncombatant evacuation operations (NEO), but will follow the instructions that will be issued to you in connection with your mobilization assignment.
5. This memorandum supersedes all mobilization designations previously issued to you. This memorandum is only one aspect of planning; it does not indicate the imminence of hostilities or general mobilization. A negative reply to the questions in the endorsement will not affect your present employment, nor will it adversely reflect on your character or reputation as a Federal employee. The information provided will be used only to develop a mobilization staffing plan.
6. Thank you for your cooperation.

Encl (CPSC chief signature and signature block)

(office symbol) 1st End

(Name and address of employee)

FOR (servicing CPSC address)

- ☐ You may consider me a volunteer for assignment to a vacant emergency-essential mobilization position in my skills.
- ☐ I possess no status in the U.S. Military Reserve System.
- ☐ I hold a (standby/ready/retired) status in the U.S. (Army/Navy/Air Force/Marine Corps/Coast Guard).
- ☐ My recall for military duty is established for assignment to the position of (name of organization).
- ☐ I do not wish to be considered for a voluntary mobilization assignment.
- ☐ I will complete DD Form 2365 as required.

(signature of employee)

Figure 2. Format for Availability Request

11. POSTMOBILIZATION FORMS, RECORDS, AND REPORTS

a. In the event of mobilization, the UCHRMA should be prepared to respond to commanders, higher headquarters, and other authorities with comprehensive information on immediate staffing requirements, staffing plans, and staffing capabilities.

b. Records and files normally required to be kept in the area of a contingency operation will be modified or suspended as far as possible during an emergency. New records and files on the assessment of residual personnel resources and the management of those resources may be required. Only those records and files needed to protect the essential rights of individuals or the U.S. Army will be required during the initial postmobilization period.

c. A current set of every required form (table 2) should be maintained. Authority to reproduce forms or to develop substitute forms when necessary will be granted during mobilization.

d. Actions will be recorded with enough detail to permit change, correction, or more complete documentation in reconstructing full employment records and settling claims.

e. Operating officials and CPSCs will maintain, in the mobilization library, records on employees assigned to their organizations with minimum information for reference, locator, and supervisory purposes.

12. CIVILIAN PERSONNEL DEMOBILIZATION PLANNING

At an appropriate time after the first phase of mobilization, HQDA, in coordination with other Federal agencies, will develop civilian personnel demobilization plans and reinstitute a peacetime personnel management program. Instructions will be provided as they become available.

Table 2 Forms Requirements		
Form Number	Form Title	Quantity per 1,000 Employees
SF 8	Notice to Federal Employee About Unemployment Insurance	500
SF 15	Claim for 10-Point Veteran Preference	200
SF 39	Request for Referral of Eligibles	500
SF 50-B	Notification of Personnel Action	2,000
SF 52-B	Request for Personnel Action (Continuous Pinfeed)	2,000
SF 61	Appointment Affidavits	1,000
SF 61B	Declaration of Appointee	1,000
SF 66	Official Personnel Folder	1,000
SF 75	Request for Preliminary Employment Data	500
SF 78	United States Civil Service Commission Certificate of Medical Examination	1,000
SF 85	Questionnaire for Non-Sensitive Positions	800
SF 86	Questionnaire for Sensitive Positions (for National Security)	800
SF 87	Fingerprint Chart	1,500
SF 127	Request for Official Personnel Folder (Separated Employee)	2,000
SF 144	Statement of Prior Federal Service	1,000
SF 171	Application for Federal Employment	2,000
SF 1150	Record of Leave Data	1,000
SF 1152	Designated of Beneficiary—Unpaid Compensation of Deceased Civilian Employee	1,000
SF 2809	Health Benefits Registration Form	1,000
SF 2810	Notice of Change in Health Benefits Enrollment	500
SF 2817	Life Insurance Election	1,000
SF 2818	Continuation of Life Insurance Coverage as a Retiree or Compensation	200
SF 2819	Notice of Conversion Privilege	200
SF 2821	Agency Certification of Insurance Status	200

SF 2822	Request for Insurance	200
SF 2823	Designated of Beneficiary	1,000
CSC Form FE 6	Claim for Death Benefits	300
CSC Form FE 6-DEP	Statement of Claim, Option C—Family Life Insurance	300
OPM Form 1482	Agency Certification of Status of Reemployed Annuitants	300
DA Form 279	Position Review and Group Action Request List	500
DA Form 374	Job Description (Civilian Personnel)	1,200
DA Form 2600	Referral and Selection Register	1,000
DA Form 3433*	Application for Nonappropriated Fund Employment	2,000
DA Form 3434*	Notification of Personnel Action—Nonappropriated Fund Employee	1,200
DA Form 3435-R*	Department of the Army Job Description, Nonappropriated Funds	1,200
DA Form 3436*	Department of the Army Appointment Affidavit (Nonappropriated Funds)	1,000
DA Form 3437*	Department of the Army Nonappropriated Funds Certificate of Medical Examination	1,000
DA Form 3438*	Department of the Army Nonappropriated Fund, Employment Record	1,000
DA Form 3439*	Nonappropriated Fund Instrumentality Employment Inquiry	1,000
DA Form 4017*	Request for Personnel Action—Nonappropriated Fund Instrumentality	2,000
DA Form 4985-R*	NAF Referral and Selection List	1,000
DA Form 5054-R	Training Needs Assessment	1,000
DD Form 398	Personnel Security Questionnaire	500
DD Form 398-2	DOD National Agency Questionnaire (NAQ)	300
DD Form 489**	Geneva Conventions Identity Card for Persons Who Accompany the Armed Forces	1,000
DD Form 1337	Authorization/Designation for Emergency Pay and Allowances	500
DD Form 1556	Request, Authorization, Agreement, Certification of Training and Reimbursement	500
DD Form 2461	Authorization for Emergency Evacuation Advance and Allotment Payments for DoD Civilian Employees	500
SSA Form 5	Application for a Social Security Number Card	500
SS OAAN Form 7003	Employee's Request for Change in Records	300
TD Form IRS W-4	Employee's Withholding Allowance Certificate	1,200

*Required only for activities that employ NAF personnel.

**Required only for overseas employees.

APPENDIX A REFERENCES

SECTION I REFERENCES

Federal Employees' Compensation Act

Subchapter VII, chapter 55, title 5, United States Code

Section 5561, title 5, United States Code

Section 7106, title 5, United States Code

Section 8102, title 5, United States Code

Uniform Code of Military Justice

U.S. State Department Standard Regulation, chapter 600, Government Civilians, Foreign Areas

AR 27-10, Military Justice

AR 40-501, Standards of Medical Fitness

AR 135-133, Ready Reserve Screening, Qualification Records System and Change of Address Reports

AR 310-49, The Army Authorization Documents System (TAADS)

AR 570-4, Manpower Management

AR 600-8-14, Identification Cards, Tags, and Badges

AR 600-20 with USAREUR Supplement 1, Army Command Policy

AR 690-11, Mobilization Planning and Management

DA Pamphlet 10-1, Organization of the United States Army

STP 21-1-SMCT, Soldier's Manual of Common Tasks

USAREUR Regulation 525-27/USAFE Regulation 30-37, Noncombatant Evacuation Operations (NEO)

USAREUR Regulation 690-34/USNAVEUR Instruction 12250.2/USAFE Regulation 40-21, Administration and Management of Third Country Citizen Employees

SECTION II RELATED REFERENCES

Section 271(b), title 10, United States Code JTR Volume 2, Joint Travel Regulation, Volume 2: DOD Civilian Personnel

DOD Directive 1100.6, National Defense Executive Reserve

DOD Directive 1200.7, Screening the Ready Reserve

DOD Directive 1400.31, Mobilization Management of the DOD Civilian Workforce

DOD Directive 1404.10, DOD Civilian Employees Overseas

DOD Instruction 1100.19, Wartime Manpower Mobilization Planning Policies and Procedures

DOD Instruction 1400.32, Mobilization Preparedness Planning for the DOD US Citizen Civilian Workforce

AR 37-104-3, Military Pay and Allowance Procedures, Joint Uniform Military Pay System-Army (JUMPS-ARMY)

AR 37-105, Finance and Accounting for Installations, Civilian Pay Procedures

AR 40-3, Medical, Dental, and Veterinary Care

AR 310-49-1 The Army Authorization Documents System (TAADS) Documentation Procedures and Processing

AR 350-41, Training in Units

AR 600-3, The Army Personnel Proponent System

AR 601-10, Mobilization of Retired Members of the Army

AR 640-8 Identification and Reporting of Key Federal Employees

AR 690-400, Total Army Performance Evaluation System

DA Pamphlet 600-8-10, Management and Administrative Procedures

DA Pamphlet 690-39, Family Assistance Handbook for Emergency-Essential Personnel and Family Members

DA Pamphlet 690-42, Overseas Recruitment, Processing, and Medical Evaluation Procedures for Army Civilian Employees

DA Pamphlet 690-80, Use and Administration of Local Civilians in Foreign Areas During Hostilities

USAREUR Regulation 600-8-101, USAREUR Soldier Readiness Program

SECTION III FORMS

SF 52-B, Request for Personnel Action

SF 66, Official Personnel Folder

SF 75, Request for Preliminary Employment Data

SF 171, Application for Federal Employment

SF 2817, Life Insurance Election

DD Form 489, Geneva Conventions Identity Card for Persons Who Accompany the Armed Forces

DD Form 1337, Authorization/Designation for Emergency Pay and Allowances

DD Form 2365, DOD Civilian Employee Overseas Emergency-Essential Position Agreement

DD Form 2461, Authorization for Emergency Evacuation Advance and Allotment Payments for DOD Civilian Employees

DA Form 17, Requisition for Publications and Blank Forms

AE Form 690-333A, USAREUR Application for Employment

AE Form 690-333B, Supplement to USAREUR Application for Employment

APPENDIX B

CIVILIAN PERSONNEL UTILIZATION

B-1. GOVERNING DIRECTIVES

The conditions of DA civilian employment and compensation will be governed by DA civilian personnel regulations, Army regulations (ARs), and USAREUR directives. Civilian personnel service centers (CPSCs) will keep an updated copy of AR 690-11. AR 690-11 prescribes DA policy and procedures for mobilization planning and management.

B-2. EMERGENCY-ESSENTIAL EMPLOYEES

DA civilian employees who are designated by the appropriate commander as emergency-essential civilians (EECs) and whose positions are documented as such on the unit basic manpower document will be required to sign DD Form 2365 (DOD Civilian Employee Overseas Emergency-Essential Position Agreement) before commitment to the job, indicating that, as a requirement of the position, they will remain in the event of hostilities or mobilization until relieved by proper authority. DA U.S.-citizen civilian employees designated as EECs will accompany troops in the field if needed. Their official assignments will be to their parent commands having the mobilization or contingency operation requirement.

B-3. TOUR EXTENSIONS

a. In cases where not done before appointment, employees in emergency-essential positions (EEPs) who refuse to sign DD Form 2365 will not be extended beyond their current tour; they will be reassigned to a non-EEP or returned to the continental United States (CONUS).

b. Employees in EEPs who have signed DD Form 2365 but fail to remain at the mobilization site may be removed from the Federal service.

B-4. ALERTS AND EXERCISES

EECs are subject to military alerts and participation in readiness tests and mobilization exercises.

B-5. MEDICAL TREATMENT

During hostilities, treatment will be provided at medical treatment facilities to EECs who are injured or become ill in the area of military operations on an equal basis with military members. Post-emergency medical care treatment of injuries sustained overseas in combat situations will be completely covered under the provision of the Federal Employees' Compensation Act (FECA). Section 8102, title 5, United States Code (5 USC 8102), provides that such injuries are deemed to have been sustained while in the performance of one's duties "whether or not the employee was engaged in the course of employment" when the injury occurred. In other words, "war" injuries (or disability or death resulting therefrom) sustained overseas are considered on-the-job injuries, even if the injuries occur during off-duty hours or off post.

B-6. FEDERAL EMPLOYEES GROUP LIFE INSURANCE

Federal Employees Group Life Insurance (FEGLI) accidental death and dismemberment insurance benefits generally double the amount of insurance payable under "Basic Life" and under "Option A-Standard" if death is caused by violent, external, or accidental means. All FEGLI benefits will be payable no matter how death was caused. The following statement, which appears in the first paragraph on page 7 of SF 2817 (Life Insurance Election), makes this point clear: "The amounts of life insurance under Basic Life, Option A-Standard, Option B-Additional, and Option C-Family are payable if death occurs while insured, no matter how caused."

B-7. DISABILITY COMPENSATION

5 USC 8102 states that disability or death suffered by an employee overseas "during or as a result of capture, detention, or other restraint by a hostile force or individual is deemed to have resulted from personal injury sustained while in the performance of his duty, whether or not the employee was [actually working on the job] when he was taken by the hostile force or individual." Thus, injury or death occurring during capture or while in captivity would be compensable under FECA.

B-8. PAY AND ALLOWANCES

a. Subchapter VII, chapter 55, title 5, USC, states that if an employee is in a "missing status" his or her pay and allowances continue. "Missing status," is defined in 5 USC 5561 as "missing in action; interned in a foreign country; captured, beleaguered, or besieged by hostile force; or detained in a foreign country against [an employee's] will."

b. An employee who becomes a prisoner of war (captured by hostile force and detained or interned in a foreign country against his or her will) or who is otherwise missing (as defined in a above) is entitled to receive or have credited to his or her account the same pay and allowances to which he or she was entitled at the time he or she became missing and to which he or she became entitled thereafter (for example, within grade increases).

c. A missing employee also is entitled to payment for unused annual leave that is forfeited because he or she was missing or to have all of that leave restored and credited to a separate leave account. Pay and allowances will continue until the head of the organization concerned determines that the missing employee is dead.

d. Hours of duty, pay, and leave will be granted according to applicable regulations.

B-9. NONCOMBATANT EVACUATION OPERATION

EECs will not be included in noncombatant evacuation operation (NEO) plans. Family members of DA EECs, how-ever, will be evacuated from the hostile or potentially hostile area with the same priority as other evacuees. DD Form 2365 will be included in recruiting packages when recruiting for vacant EEPs from individuals preparing to participate in NEO. Employees who refuse to sign DD Form 2365 will not be considered to fill EEPs.

B-10. IDENTITY CARDS AND TAGS

a. The employing organization will provide EECs with a DD Form 489 (Geneva Conventions Identity Card for Persons Who Accompany the Armed Forces) and identification tags. Procedures for issuing, accounting, storing, and destroying DD Form 489 are in AR 600-8-14. Issuance should be done at the same time the employee signs DD Form 2365 or, in cases where an individual is hired from CONUS, at time of inprocessing at the outside the continental United States (OCONUS) activity.

b. Assimilated rank designations (from AR 600-8-14) for U.S. citizen employees will be entered on DD Form 489 for the purpose of establishing prisoner-of-war status if captured by enemy forces and as the basis for assignment of facilities and services by the U.S. Forces. This assimilated rank will not mean, however, that the holder possesses rank equivalent to the military rank in or out of the military establishment.

B-11. DD FORM 2461

a. The USAREUR Civilian Human Resource Management Agency (UCHRMA) will ensure—

(1) Procedures are developed for employees to complete DD Form 2461 (Authorization for Emergency Evacuation Advance and Allotment Payments for DoD Civilian Employees) during initial inprocessing. Completion of the DD Form 2461 is optional.

(2) Employees are thoroughly briefed on the purpose of DD Form 2461, the advantages to be gained by signing, and the importance of retention by an adult family member or designated representative.

(3) Procedures are developed for periodic review and re-validation of DD Form 2461.

(4) Employees are briefed on actions affecting their pay and CONUS placement that they or their family members must take during and after evacuation.

b. U.S. State Department Standard Regulation, chapter 600 (Government Civilians, Foreign Areas), and AR 690-11, chapter 8, prescribe what an "emergency" is.

B-12. CASUALTIES

DA U.S.-citizen civilian employee casualties will be treated according to procedures that apply to military members.

APPENDIX C

EMERGENCY-ESSENTIAL CIVILIAN TRAINING

C-1. PURPOSE

The Emergency-Essential Civilian (EEC) Training Program is designed to provide training guidance to civilian employees designated by duty position as emergency-essential. The objective of the program is to ensure that EECs receive the training they need to survive and success-fully carry out the duties and responsibilities of their jobs during hostilities and in emergencies.

C-2. RESPONSIBILITIES

It is the commander's responsibility to ensure training is conducted and recorded for all EECs. Individual training records should include documentation of training provided to the EEC in accordance with this appendix. Of primary importance is training that will prepare the individual to accomplish the duties of the position that will be required during an emergency. Specific training elements may be unique for each position.

C-3. MANDATORY TRAINING

Based on applicable regulations, operation plans, and established guidance, the following are mandatory training requirements for all EECs:

- a. Initial nuclear, biological, and chemical (NBC) defense training. An 8-hour block of instruction using the U.S. Army Chemical School program of instruction as a guide. This training must be conducted within 6 months after being employed as or designed as an EEC.
- b. Annual NBC refresher training. A 4-hour block of instruction provided to each EEC every year.
- c. First-aid training. Every EEC will receive first-aid training that, as a minimum, should include applicable elements in the Soldier's Manual of Common Tasks (STP 21-1-SMCT). This training does not necessarily lead to Red Cross certification, but is similar to that provided to soldiers during Sergeants Time.
- d. Unclassified briefing on the organization's operations and war plans. This training is necessary to ensure that EECs understand the overall mission of the organization in an emergency and during a war. A classified briefing also is recommended for U.S. EECs who have the appropriate security clearance.
- e. Familiarization with the Geneva conventions (AR 350-212).

C-4. STRONGLY RECOMMENDED TRAINING

Participation in monthly alerts and periodic exercises is strongly recommended. Every U.S. EEC should be required to participate in alert recalls and exercises. Many command training objectives for military members during alerts apply to EECs. This is an excellent opportunity to provide EECs with NBC equipment familiarization, first-aid training, and guidance in how to accomplish the unique duties required in an emergency.

C-5. RECOMMENDED TRAINING

The following training is recommended for every EEC:

- a. Code of conduct briefing.
- b. Briefing on the Uniform Code of Military Justice.
- c. Wear and appearance of uniforms and care and use of organizational clothing and individual equipment.
- d. Secure communication methods, (for example, KL-43 (offline encryption/decryption device)), secure telephone unit III, message preparation using Joint Interoperability of Tactical and Control Systems format, USAREUR Tactical Command and Control System, and communications security.

C-6. OPTIONAL TRAINING

Training on marksmanship and safe handling of firearms may be offered to EECs.

- a. Civilians who take part in hostilities may be regarded as combatants and subjected to attack or injured.

b. "Taking part in hostilities" has not been clearly defined in the law of war, but generally is not regarded as limited to civilians who engage in actual fighting. Because civilians now augment the Army in areas where technical expertise is not available or is in short supply, they, in effect, become de facto substitutes for military personnel who would be combatants. As such, civilians are at risk of direct attack, injury, and capture. EECs may be issued sidearms for personal self-defense, subject to appropriate regulations on training and safe handling of firearms. Civilian employees may be issued a weapon for personal defense if they request one, if they have completed weapons training, and if the request has been approved by the component commander, theater commander, or other authorized official.

c. The use of personal weapons is not authorized.

APPENDIX D

CIVILIAN PERSONNEL MOBILIZATION PLANS

SECTION I

INTRODUCTION

D-1. PURPOSE

This appendix describes what needs to be done to ensure efficient personnel support is provided to the Army in time of crisis or mobilization. This appendix describes the specific planning actions that must be taken to meet local civilian mobilization planning needs.

D-2. APPLICABILITY

This appendix applies to organizations that receive services from a civilian personnel service center (CPSC), including tenant activities of other major Army commands (DA Pam 10-1).

D-3. OBJECTIVE

The objective of this appendix is to ensure actions are taken in response to mobilization or wartime situations that are appropriate and carried out rapidly and efficiently.

D-4. POLICY

a. The top priority of the Civilian Personnel Operations Center (CPOC) and CPSCs during mobilization will be to fill civilian vacancies on basic manpower documents, including vacancies created by calling up military Reservists, retirees, draft eligibles, and noncombatant evacuees.

b. Personnel actions initiated before attack or declaration of a national emergency will be processed under peacetime regulations.

c. Local plans will be completed to the point where only updating is required. Local plans will be maintained in a "ready-for-execution" status.

d. Under some circumstances during surges in mobilization recruitment, it may be in the best interest of the local community to authorize CPOC, CPSC, or designated recruiting team leaders to make on-the-spot selections for appointment. Local plans will specify the circumstances and the positions and grades for which this authority will be granted.

e. DD Form 489 (Geneva Conventions Identity Card for Persons Who Accompany the Armed Forces) will be issued to every serviced emergency-essential civilian (EEC) on taking an emergency-essential position (EEP).

SECTION II

EMERGENCY PROGRAM PLANNING

D-5. RECRUITMENT

a. Mobilization may require a large-scale recruitment effort to fill positions left empty by military Reservists or retired military members subject to call-up, draft eligibles (19 to 27 years of age), or borrowed military. Activities of new organizations may require area support group (ASG) and base support battalion (BSB) personnel to serve as cadre members to staff activities until permanent personnel can be obtained.

b. During mobilization, the recruitment sources identified in the mobilization staffing plan for specific positions may not produce the quantity and quality of eligible candidates expected. This will require the CPOC to engineer jobs to help recruitment and to advise management on organizational changes that will not support mission accomplishments with available personnel resources.

c. The degree and extent of planning required will depend on the activity mobilization mission.

D-6. EMERGENCY APPOINTMENT SYSTEM

Immediately on attack of the United States, or in a national emergency declared by Congress or the President, the career-conditional appointment system will be suspended and replaced by an emergency appointment system.

SECTION III

CPOC PREMOBILIZATION PLANNING ACTIONS

D-7. GENERAL

The actions listed in this section are in typical CPOC division areas. These actions may, in some cases, be assigned to different organizational elements of the CPOC or CPSCs.

D-8. RECRUITMENT SERVICES DIVISION

The Recruitment Services Division, CPOC, will—

a. Help CPSCs develop a mobilization staffing plan that covers all needs to support the mobilization and deployment mission. The following principles will be observed in developing the plan:

(1) Project maximum use of in-service personnel as a recruitment source.

(2) Obtain management priorities for fill and sensitivity of mobilization positions.

(3) Coordinate with heads of activities having the same kinds of positions to fill to establish a priority order for assigning persons when there are not enough qualified persons available to fill all positions at once.

(4) List specific staffing needs by title, series, and grade, and include recruitment sources and strategies.

(5) Review and update the plan each year or whenever major changes occur in the number or types of positions covered by the plan.

(6) Report staffing needs that are not likely to be met from the local labor market to the Commander in Chief, USAREUR, ATTN: AEAGA-C, Unit 29351, APO AE 09014, for recruitment assistance.

b. Ensure CPSCs (staffing function) have prepared a mobilization or deployment "intake requirements list" with priorities for the order of fill of these positions established and documented.

c. Ensure CPSCs have U.S. persons selected for EEPs overseas sign DD Form 2365 (DOD Civilian Employee Overseas Emergency-Essential Position Agreement) with both blocks a and b, in section C.2, checked. By signing DD Form 2365, the employee agrees to remain in the position in the event of hostilities or mobilization until relieved by proper authority. Persons who refuse to sign DD Form 2365 will not be offered EEPs.

d. Determine the number of employees needed to operate the division during the mobilization employment surge period.

e. Establish recruitment teams for activation when needed. Teams will be staffed as much as possible by CPOC employees; however, non-CPOC employees may also be designated.

f. Report team staffing needs (e above) that cannot be met from local resources to HQ USAREUR/7A for assistance.

g. Identify the organization that each team (e above) will serve.

h. Survey current employees to determine who would be willing to volunteer to remain and perform other duties.

i. Identify skills of current employees and be prepared to assign them to higher-priority mobilization positions or to positions requiring a scarce skill.

j. Identify vacancies that can be filled by retraining current employees. Employee development specialists should be involved in developing retraining programs.

k. Develop and maintain a list of retired Federal U.S. civilian employees and reemployment eligibles in the theater for use as a recruitment source.

l. Coordinate with nonappropriated fund instrumentality (NAFI) managers to identify nonappropriated fund (NAF) employee expansion requirements and offer assistance to local NAFI managers in developing NAFI mobilization staffing plans if needed.

m. Develop an information sheet for recruitment team members to use to inform applicants and new EECs on benefits and conditions of employment.

n. Establish and maintain a special file for correspondence pertaining to employees serving overseas without return rights who desire to volunteer to continue to serve overseas although they are not currently identified as EECs. Qualification determinations will be made and those individuals will be slotted for possible assignment to appropriate mobilization positions.

o. Develop a postmobilization promotion and placement plan and take the following postmobilization actions:

(1) Activate mobilization recruitment teams.

(2) Implement mobilization staffing plan.

(a) Positions that cannot be filled as proposed in the mobilization staffing plan will be filled by the most expeditious means available.

(b) Positions that cannot be filled by the CPOC or local CPSC will be referred to higher headquarters for recruitment assistance.

(3) Ask occupants of excess positions to volunteer for placement in mobilization vacancies in other DA activities in the commuting area or at higher headquarters for redistribution.

D-9. INFORMATION SERVICES DIVISION

The Information Services Division, CPOC, will—

a. Determine the number of employees needed to process personnel actions during the mobilization employment surge period. Processing teams will consist of specific representatives of each functional area at the CPOC, be designated for each CPSC, and activated when needed.

b. Develop a step-by-step standing operating procedure (SOP) for in-processing employees.

c. Be prepared to get from the Defense Civilian Personnel Data System a current list of draft eligibles, Reservists, and military retirees subject to call-up.

D-10. POSITION MANAGEMENT AND CLASSIFICATION DIVISION

The Position Management and Classification Division (PMCD), CPOC, will—

a. Prepare job descriptions for all expansion requirements on mobilization documents.

b. Prepare a separate file of job descriptions for mobilization positions not covered by existing job descriptions. If the mobilization mission includes a community activation assignment, PMCD will prepare a packet of job descriptions for that community.

c. Participate with CPSC, resource management, force development, and activity managers in preparing basic mobilization manpower documents.

d. Coordinate with the Recruitment Services Division (para D-8) and activity managers to establish strict civilian position structures using job engineering to the maximum extent possible to reduce the need for additional staffing for scarce skills.

- e. Review mobilization positions for appropriate civilian pay plan.
- f. Review mobilization military positions in coordination with manpower and force development officials and annotate those that could be changed to civilian positions if the need arises.
- g. Maintain a file of mobilization job descriptions.
- h. Determine the title, series, and grade of NAF expansion requirements.
- i. Maintain an extra set of job classification standards and regulations.
- j. Maintain a copy of current wage-rate schedules for the community.
- k. Take the following postmobilization actions:
 - (1) Cancel scheduled classification surveys and position audits.
 - (2) Determine titles, series, and grades for positions not previously classified.
 - (3) Resolve job evaluation appeals at the lowest possible level.
- l. Advise managers of organization adjustments needed to best use available resources and help managers further reengineer positions to meet installation needs.

D-11. WORKFORCE EFFECTIVENESS DIVISION

The Workforce Effectiveness Division, CPOC, will—

- a. Develop a training plan that will ensure adequate training of—
 - (1) Employees to be hired for workforce expansion purposes.
 - (2) Current employees designated to assume new or additional duties in the event of mobilization.
- b. Coordinate with managers, supervisors, classification specialists, and staffing specialists to identify training needs and develop training plans. These plans will include—
 - (1) A statement of the knowledge, skills, and abilities to be developed.
 - (2) Equipment, machines, and materials to be used.
 - (3) Instructional methods and training schedules to be followed.
 - (4) Identification of on- and off-post training facilities to be used.
- c. Review individual and group training plans each year or when mission changes occur to ensure—
 - (1) They are adequate to develop required skills.
 - (2) Training facilities and materials are available.
- d. Arrange training for current employees to ensure the skills, knowledges, and abilities needed to perform mobilization assignments are kept up-to-date.
- e. Maintain a list of skills for which orientation and skills training may be needed.
- f. Ensure enough on- and off-post training facilities are available to accommodate expanded training requirements.

g. Identify the CONUS activities where U.S. employees serving overseas without return rights will be assigned in the event of evacuation. Overseas CPSCs will provide SF 75 (Request for Preliminary Employment Data) information to the designated CONUS CPOC.

h. Establish procedures for disposing of SFs 66 (Official Personnel Folder) and other essential records for—

(1) Employees who will be evacuated to CONUS.

(2) EECs remaining in theater.

i. Conduct a survey of mobilization training needs and develop a program to meet those needs. The following factors must be considered:

(1) Training required by present employees to perform mobilization jobs (incl cadre personnel).

(2) Orientation required for new hires after mobilization.

(3) Training required to bring less-than-full-performance level workers up to full-performance level.

(4) Identification and training of prospective instructors (those people in- and outside the present workforce who will conduct the needed skills training).

j. Identify, locate, and designate training equipment and materials that will be required (for example, typewriters if typing training will be required).

k. Identify requirements for and designate training facilities.

l. Develop required instructor guides and training materials.

m. Ensure emergency training in first-aid has been provided to at least 10 percent of the workforce.

D-12. LABOR EMPLOYEE CASE MANAGEMENT DIVISION

a. During general war, mission requirements may preclude the processing of negotiated grievances within prescribed timeframes.

b. Consultation or negotiation with unions may not be possible because of conditions requiring immediate emergency action. Under section 7106, title 5, United States Code (5 USC 7106), commanders may take actions necessary to carry out the agency mission during an emergency.

c. CPSCs will advise commanders and managers when employees refuse to sign an emergency-essential agreement (DD Form 2365).

d. The Labor Employee Case Management Division, CPOC, and CPSCs will take the following postmobilization actions:

(1) Assist management in day-to-day relations with employees and employee organizations to help provide a positive work atmosphere. A positive work atmosphere will result in productive, satisfied employees.

(2) Maintain constructive and cooperative relationships with unions and works councils to the fullest extent possible.

(3) Enlist the support and assistance of union officials and councils in actions to improve production and service and to promote the full use of personnel resources during an emergency.

(4) Make every effort to resolve problems at the lowest organization level.

SECTION IV

ASG MOBILIZATION PLANNING ACTIONS

D-13. PLANNING

Human resources officers (HROs) will be responsible for the overall planning of mobilization and contingency operations affecting their ASGs.

D-14. ASSISTANCE

HROs will provide advice, guidance, and assistance to ASG and BSB commanders, and CPSCs in developing and implementing their required tasks.

D-15. REPORTING REQUIREMENTS

HROs will be responsible for ensuring every reporting requirement is met for their serviced areas.

SECTION V

CPSC MOBILIZATION PLANNING ACTIONS

D-16. BEFORE MOBILIZATION

CPSC will perform the following actions before mobilization:

- a. Brief all civilian employees and their family members preparing for deployment. Briefings will cover such areas as family support groups and medical, financial, transportation, housing, and legal matters.
- b. Ensure USAREUR civilian deployment checklists in USAREUR operation plans are completed before deployment.
- c. Explain pay procedures as they will apply in the area of the contingency operation.
- d. Keep enough supplies and forms listed in the basic regulation, table 2, on hand. At least one reproducible copy of each form must be maintained in the CPSC at all times. Also keep a completed DA Form 17 (Requisition for Publications and Blank Forms) on hand for forms that are not available.
- e. Properly counsel local-hire U.S. employees of the effects of signing DD Form 2365.
- f. Obtain a master record from the Army Civilian Personnel System for each deploying EEC to handcarry to the area of operation.

D-17. POSTMOBILIZATION ACTIONS

After mobilization, CPSC information services divisions will—

- a. Activate processing teams.
- b. Issue and control DD Forms 2461 (Authorization for Emergency Evacuation Advance and Allotment Payments for DOD Civilian Employees) according to AR 690-11, chapters 7 and 8.
- c. Issue DD Forms 489.
- d. Coordinate with medical facilities to ensure dental panographs are obtained for EECs. The panographs will be maintained by medical facilities (the same as for military personnel) for graves registration purposes.
- e. Omit employee inprocessing steps when necessary to permit timely reporting of new employees for duty. As a minimum, inprocessing will include—
 - (1) Recording the employee's name on the SF 52-B (Request for Personnel Action).
 - (2) Administering the oath of office.

(3) Having the employee sign the appointment affidavit. Supervisors and managers at remote worksites will administer the oath and mail the appointment affidavit to the CPOC.

(4) Completing the omitted inprocessing steps at the earliest possible time.

SECTION VI EVALUATING PLANNING ACTIONS

D-18. GENERAL

The questions in this paragraph and the guidance in this section will be used to evaluate command mobilization programs. Not all items will necessarily apply to every activity. If analysis of the local situation indicates that an action does not apply, it should not be included in the evaluation. If the local situation demands an action be included that is not listed in this section, it should be added to the appropriate plan.

a. Has the command headquarters given each of its subordinates that have a mobilization mission an up-to-date statement of the goals to be attained?

b. Have operational programs been developed to implement mission objectives? Do those programs identify—

(1) Activities to be increased, deemphasized, or discontinued?

(2) New functions that must be initiated soon after mobilization?

c. Has the command approved an up-to-date mobilization manpower document for each of its subordinate activities? Do manpower documents show the organizational structure and personnel required to carry out the mobilization mission?

d. Has the command included manpower requirements in its plans for providing service to other activities the command will support? Do the plans include requirements to be met in the release or acceptance of communities having a change in mission under mobilization conditions?

e. Where the command mobilization mission requires activation of new deployable civilian personnel offices, have existing communities been designated to provide civilian personnel officer cadre members?

f. Has the command prepared a checklist of actions to support its emergency program (incl implementing directives and procedures)?

g. Has the command assigned projects and established target dates for completing mobilization planning tasks?

h. Has the command established a system for yearly evaluations of its subordinates preparation and maintenance of civilian mobilization program plans?

i. Has a civilian personnel mobilization plan been developed by the CPOC or CPSC staff in coordination with management officials? Has this plan been approved by commanders? Civilian personnel mobilization plans should include—

(1) Applicable checklist items.

(2) Supplemental action items determined through analysis of the local situation.

(3) Documentation of implementing actions.

j. Have the manpower documents approved by command headquarters been prepared according to civilian personnel position and pay management and personnel staffing criteria and guidance?

(1) Have mobilization personnel requirements been validated based on mission workload?

(2) Has a mobilization table of distribution and allowances (MOBTDA) or its equivalent been prepared by management officials of each serviced organization for activities not covered by The Army Authorization Documents System (for example, Army Air Force Exchange System)?

(3) Does the MOBTDA or its equivalent show the number of civilians and the occupational skills needed to support the mobilization mission?

(4) Have AR 570-4 and AR 690-11 been followed in delineating between military and civilian positions?

k. Have Ready Reservists occupying EEPs been identified and screened?

l. Have military retirees subject to recall been identified? Those who occupy EEPs must be identified and request exemption from recall submitted. Figure D-1 is a format for a request for exemption from recall to active duty.

m. Have replacements been designated for reservists and military retirees occupying EEPs for whom exemptions from call-up have not been granted?

n. Have employees been selected to serve in cadre positions, and have letters of designation been sent?

o. Has every DA employee assigned to an EEP signed DD Form 2365?

D-19. BASIC MOBILIZATION MANPOWER DOCUMENTS

a. The basic mobilization manpower documents must show—

(1) The results of joint action by line, staff, and appropriate CPSC officials to determine personnel requirements

(2) Involvement of CPOC and CPSC officials in determining appropriate organizational structure and correct use of occupational titles, series, and grades.

(3) Approval and validation of the mobilization manpower requirements by the next higher of command.

(4) Validation based on periodic reassessments of mobilization manpower requirements.

b. The CPOC and CPSC staffs will have access to approved manpower documents for use in completing civilian personnel mobilization actions.

c. Civilian positions on manpower documents and Defense Civilian Personnel Data System will be identified by managers as nonsensitive, noncritical-sensitive, or critical-sensitive.

d. Reservists and retired military members will be identified.

e. EEPs and cadre positions will be identified by managers according to AR 690-11, paragraph 2-7.

D-20. TRAINING

CPOC and CPSCs will conduct a survey of mobilization training needs and programs for meeting those needs. The following will be considered:

a. Training required by present employees to perform mobilization jobs, including cadre personnel.

b. Orientation required for new hires after mobilization.

c. Training required to bring less-than-full-performance level workers up to full-performance level.

d. Identification and training of prospective instructors (those people in and outside the present workforce who will conduct the needed skills training).

- e. Identification, location, and earmarking of training equipment and materials that will be required (such as typewriters, if typing training will be required).
- f. Identification of requirements for and earmarking of training facilities.
- g. Development of required instructor guides and training material.
- h. Pre-emergency training in first-aid for at least 10 percent of the workforce.

D-21. STAFFING

CPSCs will prepare a mobilization "intake requirements list."

- a. Priorities for filling these positions must be established and documented.
- b. Standby job orders must be prepared and updated as changes occur.
- c. Eligible employees will be given the opportunity to complete DD Form 2461 or DD Form 1337 (Authorization/Designation for Emergency Pay and Allowances).
- d. The CPOC will develop plans for backfilling civilian positions that would be vacated on return of borrowed military manpower to their military units.

D-22. JOB DESCRIPTIONS

PMCD will prepare a separate file of job descriptions for mobilization positions not covered by existing job descriptions. When the mobilization mission includes a community activation assignment, PMCD will prepare a packet of job descriptions for that community.

D-23. FORMS

At least one copy of each form in the basic regulation, table 2, will be included in a mobilization packet retained by the CPSC or the CPOC.

D-24. COMMANDERS AND PLANNERS

- a. Commanders must include civilian personnel specialists in every phase of mobilization planning that has civilian personnel implications. This includes plans for mobilization exercises.
- b. Army planning officials will coordinate with officials of other activities in their areas to promote the voluntary ex-change of information on plans, methods, and techniques to be used in administering emergency manpower.
- c. The command and the community will conduct annual evaluations of the civilian mobilization program.
- d. A plan for the use of in-service personnel will be developed. This plan will include a roster of surplus employees.

(letterhead)	
(office symbol) (690-11)	(date)
MEMORANDUM FOR (address from the basic reg, table 1)	
<p>1. This is to certify that the employee in paragraph 2 occupies a civilian position vital to the Nation's defense efforts and should not be recalled to active duty or mobilized with the Armed Forces in an emergency. I, therefore, request that he (she) be exempted from recall to active duty and that you advise me accordingly when this action has been completed.</p> <p>2. The employee is:</p> <div style="margin-left: 40px;"> <p>Name of employee: (employee full name)</p> <p>Retired military grade: (grade and rank at retirement)</p> <p>Social security number: (social security number)</p> <p>Current home address: (full address, incl city, state, country)</p> <p>Title of employee's civilian position: (from latest SF 50 B)</p> <p>Grade or salary level of civilian position: (from latest SF 50 B)</p> <p>Date hired or assigned to position: (from latest SF 50 B)</p> </div> <p>3. This individual (has/has not) been given preassignment orders. (If applicable, furnish order number, date, and assigned mobilization station, if known.)</p> <div style="text-align: right; margin-top: 40px;"> <p>(signature and title of activity commander)</p> </div> <div style="margin-top: 20px;"> <p>CF: HQDA (DAPE-CPR) WASH DC 20310</p> </div>	

Figure D-1. Format for Requesting Exemption From Recall to Active Duty

GLOSSARY

SECTION I ABBREVIATIONS

AAFES	Army and Air Force Exchange Service
APF	appropriated fund
AR	Army Regulation
ARPERCEN	U.S. Army Reserve Personnel Center
ASG	area support group
BSB	base support battalion
BTA	Berlin Tariff Agreement
CDE	chemical defense equipment
OCONUS	outside continental United States
CPOC	Civilian Personnel Operations Center
CPSC	civilian personnel service center
CTA II	Collective Tariff Agreement II
DA	Department of the Army
EEC	emergency-essential civilian
EEP	emergency-essential position
FCP	Family Care Plan
FECA	Federal Employees' Compensation Act
FEGLI	Federal Employees Group Life Insurance
HQDA	Headquarters, Department of the Army
HQ USAREUR\7A	Headquarters, United States Army, Europe, and Seventh Army
HRO	human resource officer
IMA	Individual Mobilization Augmentee
IRR	Individual Ready Reserve
LN	local national
M+60	mobilization day plus 60 days
M+60+	mobilization day plus more than 60 days
MOBTDA	mobilization tables of distribution and allowances
NAF	nonappropriated fund
NAFI	nonappropriated fund instrumentality
NATO	North Atlantic Treaty Organization
NBC	nuclear, biological, and chemical
NEO	noncombatant evacuation operation
OCONUS	outside the continental United States
PMCD	Position Management and Classification Division, CPOC
POW	prisoner of war
RC	Reserve Component
SF	standard form
SMCT	Soldier's Manual of Common Tasks
SOP	standing operating procedure
STP	soldier training publication
TCC	third-country citizen
TCN	third-country national
TDA	tables of distribution and allowances
TDY	temporary duty
UCHRMA	USAREUR Civilian Human Resource Management Agency
U.S.	United States
USAREUR	United States Army, Europe
USC	United States Code

SECTION II

TERMS

automation equipment

Equipment formerly known as automatic data processing equipment, word processing equipment, office automations systems and associated peripheral devices.

emergency-essential civilian

A direct-hire civilian employee occupying an overseas emergency-essential position who is expected to sign DD Form 2365 (DOD Civilian Employee Overseas Emergency-Essential Position Agreement). Incumbents in these positions are considered emergency-essential because—

a. No qualified and immediate military replacement exists.

b. Not having the positions filled would hinder the effective operation of essential military support systems or adversely affect the combat mission of deployed forces.

emergency-essential positions

A civilian position located overseas during a crisis or that requires the incumbent to deploy or to perform temporary- duty assignments overseas during a crisis in support of a military operation. The position—

a. Is required to ensure the success of combat operations or to support combat-essential systems after mobilization, an evacuation order, or some other type of military crisis.

b. Cannot be converted to a military position because it requires uninterrupted performance to provide immediate and continuing support for combat operations or to support maintenance and repair of combat-essential systems.

mobilization

The process a nation goes through to transition from a state of peacetime preparedness to a warfighting posture. It involves the assembly, organization, and application of the nation's resources for national defense.

mobilization tables of distribution and allowances (MOBTDA)

Tables that show organizational structures and personnel and equipment required during mobilization. Some organizations do not have an approved MOBTDA because their mobilization manpower and equipment requirements do not differ from documented peacetime requirements or the approval process has not been completed. In these cases, the peace-time tables of distribution and allowances (TDA) or other appropriate authorization document becomes the equivalent of the MOBTDA for those positions identified as emergency-essential positions and is the basic document for determining mobilization manpower and equipment requirements.

noncombatant evacuation operation

The evacuation of DOD-sponsored and U.S. State Department-designated noncombatant personnel whose services are not normally essential in an area of hostile action.

Ready Reservist

An active member of an Army National Guard, Air National Guard, or U.S. Army Reserve troop program unit or an active or inactive member of the Individual Ready Reserve or Individual Mobilization Augmentee.

retired military subject to recall

Regular Army retirees with preassignment orders directing them when and where to report on announcement of full mobilization.

third-country citizen employee

A non-U.S. citizen of a NATO country who is employed by the U.S. Forces in a country other than the country of the person's citizenship and who is paid from appropriated funds under the third-country citizen salary schedule in USAREUR Regulation 690-34.

third-country national employee

A non-U.S. citizen of any non-NATO country who is an employee of the U.S. Forces in a country other than the country of the person's citizenship and who is paid under the Collective Tariff Agreement II.